

SKILLS BASED CERTIFICATION INFORMATION

DRAFT AS OF March 7, 2006

The following discussion provides an example of how skills-based certification might work to fill vacancies in classifications that encompass many distinct assignments.

To keep the example simple, let's suppose that a broad class, entitled Sample Class, has five distinct functional areas/competencies within it. In addition, all jobs within this class share a common group of core competencies.¹

A candidate completes an examination application form on-line including a description of his/her experience and education. The on-line system then compares his/her experience and education against the job-related minimum qualifications for Sample Class and determines whether the candidate is eligible to compete in the examination. If the candidate meets the minimum qualifications, the on-line system will allow the candidate to schedule an appointment to take the written multiple-choice test.

When the candidate appears for the written examination, he/she first takes the CORE segment that tests competencies needed for all jobs in Sample Class. This CORE segment is instantly machine-scored. If the candidate is successful on this pass/fail test, he/she may proceed to the sets of questions that test his/her knowledge in each of the five functional areas. The candidate may elect to take up to five functional area tests, but must take and pass at least one functional area to earn a place in the score bank.

The following table illustrates a hypothetical examination for Sample Class and scores for ten candidates.

	CORE Test		Functional Area 1	Functional Area 2	Functional Area 3	Functional Area 4	Functional Area 5
	50 Questions		25 Questions	25 Questions	25 Questions	25 Questions	25 Questions
	Passing Score=25		Passing Score=15	Passing Score=15	Passing Score=15	Passing Score=15	Passing Score=15
Candidate A	20	F					
Candidate B	27	P	20	19	21	19	20
Candidate C	40	P	12	Did not take	25	24	24
Candidate D	31	P	24	Did not take	10	22	15
Candidate E	25	P	15	15	Did not take	15	Did not take
Candidate F	34	P	23	15	25	16	15
Candidate G	48	P	Did not take	24	25	21	Did not take
Candidate H	37	P	9	Did not take	6	Did not take	14
Candidate I	43	P	16	14	24	18	25
Candidate J	29	P	Did not take	24	Did not take	Did not take	Did not take

P denotes pass; F denotes fail

In reviewing the above scores, notice that Candidate A did not pass the CORE test and therefore, was not allowed to test for the functional areas. Candidate H passed the CORE

¹ Government Code 18523 "Class" means a group of positions sufficiently similar with respect to duties and responsibilities that the same title may reasonably and fairly be used to designate each position allocated to the class and that *substantially the same tests of fitness may be used* and that substantially the same minimum qualifications may be required and that the same schedule of compensation may be made to apply with equity. (emphasis added)

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test, but did not pass any of the functional area tests. As a result, neither Candidate A nor H will be included in the score bank. All other candidates, however, passed both the CORE test and at least one of the functional area tests and will be included in the score bank.

Examples:

Supervisor I has a vacancy. He completes an abbreviated job analysis form to determine the relative importance of the functional areas for this vacancy. It is determined that this job consists of 50% Functional Area 1 (FA1) and 50% Functional Area 3 (FA3). The skills-based certification list he would receive for this vacancy will consist of overall scores derived by weighting the scores on FA1 50% (.5) and FA3 50% (.5) as follows:

Candidate F Score of 24 (FA1 score 23 x .5 + FA3 score 25 x .5)

Candidate B Score of 20.5 (FA1 score 20 x .5 + FA3 score 21 x .5)

Candidate I Score of 20 (FA1 score 16 x .5 + FA3 score 24 x .5)

Candidates C, D, E, G, and J are not ranked for this vacancy because they did not successfully pass both functional area tests.

(These scores would be converted to percentage scores. Candidates in the top three ranks would be immediately available for further consideration and hire. Note: The final score conversion methodology is identical to the current process.)

Supervisor II has a vacancy. She completed an abbreviated job analysis form to determine the relative importance of the functional areas for this vacancy. It is determined that this job consists of 20% Functional Area 1 (FA1), 20% Functional Area 2 (FA2), 15% Functional Area 3 (FA3), 20% Functional Area 4 (FA4), and 25% Functional Area 5 (FA5). The skills-based certification list she would receive for this vacancy will consist of overall scores derived by weighting the scores on FA1 20% (.2), FA2 20% (.2), FA3 15% (.15), FA4 20% (.2), and FA5 25% (.25) as follows:

Candidate B Score 19.75 (FA1 score 20 x .2 + FA2 score 19 x .2 + FA3 score 21 x .15 + FA4 score 19 x .2 + FA5 score 20 x .25)

Candidate F Score 18.30 (FA1 score 23 x .2 + FA2 score 15 x .2 + FA3 score 25 x .15 + FA4 score 16 x .2 + FA5 score 15 x .25)

Candidates C, D, E, G, I, and J are not ranked for this vacancy because they did not successfully pass all five functional area tests.

(These scores would be converted to percentage scores. Candidates in the top three ranks would be immediately available for further consideration and hire. Note: The final score conversion methodology is identical to the current process.)

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Supervisor II has another vacancy. She completes an abbreviated job analysis form to determine the relative importance of the functional areas for this vacancy. It is determined that this job consists of 100% Functional Area 2 (FA2). The skills-based certification list she would receive for this vacancy will consist of overall scores derived by weighting the score on FA2 100% (1.0) as follows:

Candidate J Score 24 (FA2 score = 100%)

Candidate G Score 24 (FA 2 score = 100%)

Candidate B Score 19 (FA2 score = 100%)

Candidate E Score 15 (FA 2 score = 100%)

Candidate F Score 15 (FA2 score = 100%)

Candidates C, D, and I are not ranked for this vacancy because they did not successfully pass the test for this functional area.

(These scores would be converted to percentage scores. Candidates in the top three ranks would be immediately available for further consideration and hire. Note: The final score conversion methodology is identical to the current process.)

Supervisor III has a vacancy. He completes an abbreviated job analysis form to determine the relative importance of the functional areas for this vacancy. It is determined that this job consists of 15% Functional Area 1 (FA1), 10% Functional Area 4 (FA4), and 75% Functional Area 5 (FA5). The skills-based certification list he would receive for this vacancy will consist of overall scores derived by weighting FA1 15% (.15), FA4 10% (.10), and FA5 75% (.75) as follows:

Candidate I Score 22.95 (FA1 score 16 x .15 + FA4 score 18 x .1 + FA5 score 25 x .75)

Candidate B Score 19.90 (FA1 score 20 x .15 + FA4 score 19 x .1 + FA5 score 20 x .75)

Candidate D Score 17.05 (FA1 score 24 x .15 + FA4 score 22 x .1 + FA5 score 15 x .75)

Candidate F Score 16.30 (FA1 score 23 x .15 + FA4 score 16 x .1 + FA5 score 15 x .75)

Candidates C, E, G, and J are not ranked because they did not successfully pass the three functional area tests.

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(These scores would be converted to percentage scores. Candidates in the top three ranks would be immediately available for further consideration and hire. Note: The final score conversion methodology is identical to the current process.)

Issues:

Candidate notification of test results

Candidates will be notified of their scores on the CORE exam as well as each functional area. Because there is no general eligible list for the class, they will not receive information regarding their placement on an overall list (rank).

Candidate notification of vacancies

Candidates will be notified automatically (either as part of the certification process or as a result of a vacancy notification sign up procedure) of all vacancies for which they may be considered.

Certification procedures

The normal certification rules (eg. rule of three names, rule of three ranks, and limited scores) will apply to skills-based certifications as will designations of timebase, tenure and work location preferences.

Identification of essential functions of a vacancy/job

Supervisors will not be permitted to designate any area for skills-based certification that is less than 10% of the job as it would be hard to defend such a function as “essential”.

Identification of weights of essential functions on vacancy announcement

Supervisors/departments will be required to list the weights of the relevant functional areas in a vacancy announcement.

Certification calculator

Perhaps it will be possible to build a certification calculator that will allow candidates to put in hypothetical weightings for various functional areas and generate a list. This will enable them to know where they fall in the distribution, absent information about timebase, tenure, and work location.

Examination base, certification rules, career credits, veterans points

All rules that applied to each original classification will carry forward to the new classifications.